

EXHIBIT 9

**REDACTED VERSION OF
ECF NO. 294-15**

EXHIBIT L

Follow-up Email from Mercer to Zuffa executives

To: Lawrence Epstein[lestein@ufc.com]; Lorenzo Fertitta[lfertitta@ufc.com]
Cc: Ro, Patrick[patrick.Ro@mercer.com]; Levine, Howard[Howard.Levine@mercer.com]; Rheinberger, Paul[Paul.Rheinberger@mercer.com]
From: Shepard, Cathy
Sent: Wed 8/21/2013 3:19:29 AM
Importance: Normal
Subject: FW: UFC - Fighter Pay & Benefits Proposal
Received: Wed 8/21/2013 3:19:42 AM
[20130808 UFC Fighter Pay Review v3.pdf](#)

Hi Lorenzo and Lawrence,

I hope you are both doing well and had safe travels. We wanted to check in with you and see if you had a chance to review the Fighter pay proposal sent in our previous message below. Please let us know if you have any questions and/or would like to schedule a call to discuss the proposed work steps, timing and budget in further details.

Thank you,

Cathy

Catherine A. Shepard, CCP,

From: Shepard, Cathy
Sent: Thursday, August 08, 2013 6:33 PM
To: Lorenzo Fertitta (lfertitta@ufc.com); Ike Lawrence Epstein (lestein@ufc.com)
Cc: Levine, Howard; Ro, Patrick; Slade, Tom; Rheinberger, Paul
Subject: UFC - Fighter Pay & Benefits Proposal
Sensitivity: Confidential

Hi Lorenzo and Lawrence,

Per your request, attached is a proposal Howard Levine, our sports expert, and I put together regarding designing a compensation and benefits approach for your Fighters.

Our approach would be to gather as much public and anecdotal information as possible regarding base, incentives and benefits for similar "talent" (to be defined by you), study your historical compensation and benefits practices for the past three years, propose an approach, then model the cost based on your two-year history and your upcoming year projected results.

We would be glad to discuss alternative approaches that you feel may better meet your needs, timing and budget.

Once you've reviewed this please drop me an email or give me a call. I'm working outside the US for the next week and a half, but will be following email and voicemail.

Thank you for the opportunity to continue our relationship with the UFC.

All the best,

Cathy

Catherine A. Shepard, CCP, Principal - Talent
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